

LESSON 8: PROJECT MANAGEMENT



*Gantt Chart
implementation
project management*

PURPOSE

This lesson will help you identify critical issues associated with **project management** stages, understand how to use appropriate tools in managing a project and learn and practice a variety of techniques required to manage projects successfully.

INTRODUCTION

Projects have definite beginnings and endings. That makes them somewhat different from ongoing work and requires special management skills. Your project team may be comprised of people outside those you supervise. However, you will be responsible for supervising their work on the team. Therefore, all the knowledge and skills you have learned thus far in your JROTC program will come to play when given the opportunity to become a project team leader.

FOUR STAGE MODEL

The four-stage model for project management includes the definition stage; planning stage; **implementation** stage and follow-up stage. In the definition stage, you will organize the data, sort complex information and clarify the goals in consideration of

the organization's goals. In the Planning Stage, you will think ahead, seek expert advice, maintain objectivity, and identify subdivisions of the project. The implementation Stage is where you will monitor the performance, establish contingencies, and plan for prevention. Finally, the follow-stage requires you evaluate the results and make recommendations.

It is important for you to set objectives and establish a basic strategy for achieving the objectives with regard to issues like time, cost, etc. It is also important for you to break the project down into subunits or steps once the extent of the project goals are determined. You will need to develop a project schedule and identify the sequence in which actions should take place.

One way of displaying the time relationship of the steps in the project is by using a **Gantt Chart**. Henry Gantt, an industrial engineer, introduced this procedure in the early 1900s. The chart shows the flow of activities in sequence. In order to create a Gantt chart you must list the steps required to complete the project and the estimated time for each step. The steps are listed down the left side with time intervals given along the bottom. When the chart is finished, once can see the minimum total time for the project, the sequence of steps, and the possible overlapping of steps. You will need to watch for overuse of resources.

Another useful tool in project management is PERT — Program Evaluation and Review Technique. The CPM — Critical Path Method is another variation of PERT. Either way, this planning method will assist the project team to be mutually aware of the process and sub-goals, to contribute to and share in the decision made about how, when, by whom activities are done, make more efficient use of resources by concentrating

effort and time on critical tasks rather than devoting time to subtasks while tasks of greater priority lack hands, re-evaluate the project while it is underway, and reallocate resources to cope with unexpected blocks to task accomplishment or to take advantage of unanticipated success in meeting some sub-goal.

PERT is a group analysis flow-chart procedure that begins with identifying the sequences of dependent activities. You begin at the end.

Before we can arrive at the picnic grounds, we must travel there in the car. Before we can travel in the car, we must fill up the gas and check the oil. Before we do that, we must have traveled to the service station. Before we can start out for the service station, we must have loaded all the supplies in the car —except ice, which we can get at the gas station. So we draw a network of activities, each of which ends in an event, in this manner:

Another example of this is your getting up each morning to “get to school.” Suppose you need to be at school no later than 8 a.m. You would list all the events that need to take place from the time you wake up to the time you arrive — AND the length of time it takes you to do each event. You would then back out from 8 a.m. to determine what time you would need to set your alarm clock.

Putting all this together is your responsibility as project team leader. You will need a working knowledge of these tools, your communication skills, your skills for setting expectations and provide continual evaluation and follow-up using the appropriate leadership style. Your leading meeting knowledge will also come in hand here. You see, it is time to put it all together so you can lead your project team and manage the project.

CONCLUSION

In this lesson, you learned to identify critical issues associated with project management stages, understand how to use appropriate tools in managing a project and learn and practice a variety of techniques required to manage projects successfully.

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